



Reducing the Gap

Arden University
Gender Pay Gap
Report 2021

Introduction

We are now in the second year of reporting our Gender Pay Gap and we are pleased to see that we are reducing the Pay Gap here at Arden University. Although we acknowledge that there is much more to do, we are confident that we will have closed the gap by 2025 which is one of our strategic aims.

In terms of equal pay, we pay fairly for equivalent roles and we are therefore confident that **we do not have equal pay issues**. The grading structure framework changes in early 2020 have now been fully embedded into the University and this allows us to operate in the knowledge that men and women are treated equally for jobs of equal worth.

The gender pay and bonus gaps reflect our organisational design and we have proportionately more women than men in the University, but proportionately more men in higher level, higher paid leadership roles. Although this is changing fast, our gender pay gap continues to be attributable to our organisational profile.

We have strived to increase the representation of women in the upper levels of the grade system (Grades 8 and above, and senior leadership roles). We have seen a rise in the amount of women in senior roles, currently **16%** of roles are grade 8 or above, and of these **63%** are filled by women.

We are committed to supporting career development, internal promotions and supporting all colleagues to ensure that they are inspired and enabled to reach their potential.

An additional investment in Organisational Design, and Equality, Diversity and Inclusion (EDI) initiatives in 2022 will ensure Arden creates the right environment to achieve all of its gender pay and diversity goals before 2025.

In 2021 we reduced our median pay gap by

6.5%



Carl Lygo

Professor Carl Lygo
CEO & Vice Chancellor



T. Greenhalgh

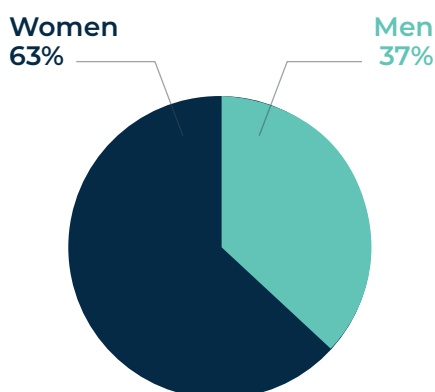
Tracie Greenhalgh
Chief People Officer

Closing the Gap



Understanding gender pay gap reporting

The gender pay gap* demonstrates the difference in average pay between women and men in all roles across the organisation and the data in our report is from a snapshot as at 5 April 2021.



*This is different to equal pay, i.e. women and men receiving the same level of pay for the same job.

We are required to report six measures of the gender pay gap.

- The mean and median pay gaps
- The mean and median bonus gaps
- The ratio of women and men who received a bonus
- The pay percentiles

The median is the middle point of a range of numbers and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

Median Pay Gap. If all our men stood in a line in order of lowest hourly rate earner to the highest and all our women did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague of all men and the middle colleague of all women.

Mean pay gap. If we add together all the hourly rates of our men, calculate the average and then do the same for our women, the mean pay gap (as a percentage) is the difference in pay between the average men and women hourly rate.

How is the bonus gap calculated?

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of our men and women receiving a bonus (as a percentage of the total of our men and women).

How are the pay quartiles calculated?

Pay quartiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of men and women in each.

What is the Gender Pay Gap at Arden University?

Pay measures - Pay difference between women and men as at 5 April 2021:

Gender pay gap across all UK colleagues

Mean - 13.8%

Median - 22.1%

Bonus gender pay gap across all UK colleagues

Mean - 58.2%

Median - 53%

The proportion of eligible Arden colleagues who received a bonus

17.4%

13.5%

Based on the median figures, the pay gap of all women colleagues in the UK is 22.1% lower than for men. Based on the external market comparison, Arden's median pay gap is higher than the UK overall, is 15.4%. **2021 Office for National Statistics (ONS)

The increase in the overall bonus gap is driven by two elements. Firstly, the proportion of women receiving a bonus has fallen by 1.3% against men whose fell by just 0.4% and secondly, due to the rapid growth of the university through higher student numbers, we are paying more money through our commission schemes. In these areas of the business, we have more men and than women.

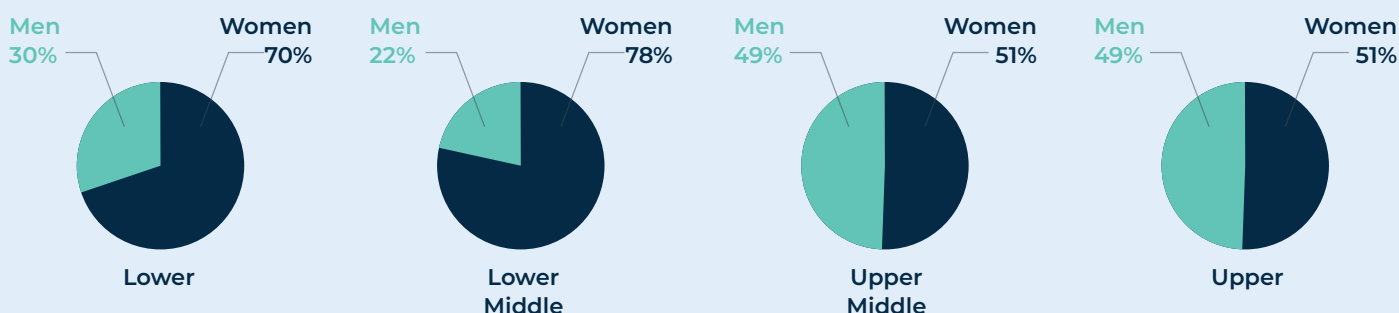
We focus on the median value as the median is generally considered the best representation of the middle point of data. As the mean is sensitive to outliers and this can skew the data year on year, whilst the median value mitigate outliers making it a more robust measure.

22.1%

The above snapshot shows the difference between hourly pay levels (median and mean) of all women compared to all men, irrespective of their role or level in the organisation.

This is expressed as a percentage of men's hourly pay. The hourly pay figure includes all items specified in the regulations, including bonus and other one-off cash payments.

Pay Quartiles across UK employees as at 5 April 2021:



Women are overly represented in all of the pay quartiles, albeit the upper quartiles are close to equilibrium. The overall pay gap is being driven by the over-representation of women in the lower quartiles, which is offsetting the gains made in the upper levels.



Gender pay gap
across all UK colleagues

Bonus gender pay gap
across all UK colleagues

2020	Mean - 30.4% Median - 28.6%	Mean - 38.9% Median - 28.1%
2021	Mean - 13.8% Median - 22.1%	Mean - 58.2% Median - 53%

What we have done so far?



Introduced Agile working which has enabled us to recruit candidates from a broader and logistical talent pool.



Increased focus on Equality, Diversity and Inclusion (EDI) initiatives through review of policy/practice and investment/increase in resource to make an impact in this area.



Introduced a single job evaluation scheme which measures the value of jobs in our pay and grading structures and ensures fair and equitable pay rates.



Investment in organisational development activity designed to impact on overall organisational structure and design.



Development of a set of gender and equality key performance indicators (KPI) designed to measure progress which is presented to the Executive team.



We have committed to the Menopause@Work Pledge, created a specific Menopause Hub and policy. We are also providing training and awareness on peri/menopause for all colleagues.

What's next?

We will continue to focus on gender balance and representation across the University.

We will be working towards producing clear career pathways across the University so that our colleagues can see and work towards progression opportunities.

We will continue to use a robust method to grade and benchmark roles within the business to ensure fair and equitable pay rates for our colleagues.

Ensuring that all colleagues that sit on recruitment and selection panels to complete training that specifically addresses gender bias.

When combined with our rapid growth agenda, we believe all of the above initiatives continue to progress us to achieve our gender pay gap and equality goals, and encourage everyone to develop, grow, and thrive at Arden.

We confirm that the information contained within this report is accurate.

